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Training Notes for Executives

EXECUTIVE DEVELOPMENT PROGRAM
OFFICE OF TRAINING AND EDUCATION

September 1986

Calendar

Dates	Program
6 – 10 October 1986	Outward Bound, Hurricane Island, Maine
22 October	Discussions with Authors
28 – 29 October	Achieving Sustained High Performance
3 – 7 November	Executive Seminar No. 6
4 – 5 November	Negotiation for Executives
7 – 12 December	Levinson Leadership Seminar
16 December	Colloquium with Chief Executive Officers

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Calendar (Continued)

12 – 16 January 1987	Executive Seminar No. 7
21 January	Discussions with Authors
21 – 22 January	Achieving Sustained High Performance
27 January	* Ethics and the CIA Executive
28 January	* Deputy Directors' Colloquium
17 – 19 February	Effective Executive Communication
23 – 27 February	Executive Seminar No. 8
9 – 12 March	* CIA and The Congress
3 – 4 March	Negotiation for Executives
18 March	Resource Decisionmaking for Executives
6 – 10 April	Outward Bound
8 – 9 April	* Managing Large System Change
13 – 17 April	Executive Seminar No. 9
22 April	Discussions with Authors
6, 7, 14, 21 May	* Intelligence and National Security Policy
28 – 29 May	* The Modern Organization: A Design for the Future
7 – 12 June	Levinson Leadership Seminar
10 June	* Creating an Effective Staff
23 – 25 June	* Effective Executive Communication
7 – 8 July	Achieving Sustained High Performance
9 July	* Executive Health and Stress Management
15 July	Discussions with Authors
22 July	Resource Decisionmaking for Executives
27 – 30 July	CIA and The Congress
31 August — 4 September	Executive Seminar No. 10
29 September	* Organizational Culture and Bureaucratic Creativity
10 – 11 September	The Modern Organization: A Design for the Future
* One-time offerings	

EXECUTIVE SEMINARS

October – December 1986

Outward Bound

The best known of the “executive-in-the-woods” seminars, Outward Bound is being offered to CIA managers by the Hurricane Island School of Rockland, Maine. Although physically challenging and exhilarating, Hurricane Island is not a “survival school” nor is the course beyond the reach of any man or woman in average physical condition. Sailing, coastal exploration, and rock-climbing excursions challenge participants as individuals and as teams to solve problems, communicate and cooperate more effectively, and develop greater confidence.

A recent graduate whose experience is profiled in a magazine article (available from EDP) said the course “gave me the kind of self-confidence I’d never had before,” although she had been distressed at first to find herself, at 43, the oldest and least athletic of her Outward Bound group. At the other end of the human spectrum, the course teaches strong and aggressive group members how to encourage others who are less confident.

Executives of leading corporations have endorsed the experience, and OTS managers who took part in an affiliate Outward Bound course in North Carolina rated it a well-run and challenging program. Transportation and equipment are provided.

Dates: 6 – 10 October
Place: Rockland, Maine

Discussion with Authors

Intelligence managers will have a chance to meet and appreciate a man to whom Washington intelligence buffs and gourmands of military history need no introduction—Captain Roger Pineau, USNR (Ret.). Roger Pineau is best known for his collaboration with Admiral Samuel Eliot Morison in producing the monumental official his-

tory of U.S. naval operations in World War II and, within the last year, for his co-authorship with Admiral Edwin T. Layton of *And I Was There*, Layton’s personal memoir of the intelligence tragedy of Pearl Harbor and the intelligence triumph at the Battle of Midway. In between, Captain Pineau has written, or co-authored with Japanese colleagues, several books on naval operations in the Pacific War while serving as Director of the Navy Memorial Museum in Washington and as an editor for the Smithsonian Institution. He has been an indefatigable friend to intelligence and history researchers and is a delightful raconteur.

Participants in the evening discussion with Captain Pineau will receive a copy of *And I Was There*—a page-turning eyewitness account of how war came out of the blue to Pearl Harbor and of how the Pacific Fleet intelligence analysts successfully doped out the even more devastating Japanese plan to destroy the U.S. Pacific Fleet at Midway. The book is a paean to intelligence analysts and an indictment of intelligence managers. Layton, Pineau and their co-author John Costello name names, vilify villains, and honor heroes of the best and the worst U.S. intelligence performances in World War II. Captain Pineau’s signal contribution to the book was his translation and analysis of lately released originals of intercepted Japanese naval and diplomatic messages, which the book uses to bolster Layton’s personal assessments.

There is much to argue about and more to admire in *And I Was There*; signing up early guarantees a good read, an engaging discussion, and greater enlightenment about the crucial role of intelligence analysis in strategic surprise.

Date : 22 October
Place : DCI Conference Room
Time : 1700 – 1900

Achieving Sustained High Performance

Virtually everyone has experienced the "high" that occasionally comes when an individual or group momentarily achieves a peak performance in work or play—when muscles and minds mesh at near-perfect efficiency and everything seems to go right. Now psychologists and management experts can teach people to call on this inner well-spring of effectiveness at will, and to sustain its effects for the duration of a task. In the 2 June 1986 *Newsweek*, for instance, a University of Chicago researcher describes this "flow" as a natural high that comes when a worker or manager is neither anxious nor bored with a task and achieves a sense of absolute mastery and even euphoria. He says the flow can be cultivated into a several-times-a-day experience.

Right here in the Agency this result is already being achieved in the two-day course Achieving Sustained High Performance, which is based on more than five years of research and testing. The beauty of the technique, its practitioners aver, is that you don't have to change to become more effective; instead, you discover what it is that works for you and learn to operate that machinery at its maximum power and efficiency over the widest possible range of situations. You can then use this knowledge to help subordinates and teammates to spend much more of their working time in a high performance state.

Dates: 28 – 29 October
Place: 1001 C of C

Executive Seminar No. 6

This week-long seminar in executive leadership is mandatory for officers promoted to SIS rank and is a precursor for EDP electives. The DCI and/or DDCI address each seminar, as do the Executive Director and at least three Deputy Directors. Participants are guided through an examination of Agency challenges and priorities toward a

shared understanding of current policies and executive direction. The setting and schedule for the course encourage individual reflection and interdisciplinary exchanges.

Dates: 3 – 7 November
Place: Out of Town

Negotiation for Executives

President Harry Truman once observed that the power of the Chief Executive is "no more than the power to persuade." The ability to persuade and negotiate with one's peers is a key executive competency. Developing effective negotiation skills involves

- understanding your own willingness to risk;
- an ability to separate *positions* from *interests*;
- flexibility in creating options; and
- an appreciation for developing "bottom line" alternatives.

This two-day workshop will help you assess your present negotiating behavior, acquire and refine basic negotiation techniques, and practice organizational negotiation in a real world setting with managerial peers. Marsha Ostrer, President of Ostrer Associates, has developed this elective to provide executives with one-on-one and group feedback on their negotiation skills and to assist executives in becoming more effective in influencing others. Ms. Ostrer, a former Federal Attorney, teaches legal and litigation skills to lawyers and non-lawyers and heads a corporation that provides training and consultation in executive management skills. She also conducts EDP's "Achieving Sustained High Performance" course.

Dates: 4 – 5 November 1986
Place: 1001 C of C

Levinson Leadership Seminar

Word-of-mouth has made this rewarding course a popular classic, and few Agency

managers pass up the opportunity to experience it. Conducted by the Levinson Institute of Cambridge, Massachusetts, the five-day seminar explores conscious and unconscious motivation in everyday life to promote insights into management of organizations and individuals, including ourselves. Small discussion groups apply the lessons of formal presentations to live Agency problems submitted by participants.

Nominations are made by the Deputy Directors and the Office of the DCI.

Dates: 7 - 12 December 1986

Place: Out of Town

Colloquium with Chief Executive Officers

Corporate chief executives are described in an article reviewed elsewhere in the News-

letter as the capitalist equivalent of feudal kings. Agency executives who sign up for the new series of CEO Colloquiums will be able to interview some of these modern monarchs and exchange views on leadership, managing change, optimizing diminishing resources, risk taking, succession planning, and employee and managerial development.

The CEOs invited to talk to CIA managers are among the most innovative in the country, and head such corporations as IBM, AT&T, General Electric, and McGraw-Hill. An Agency aircraft will fly participants in the first colloquium to New York for a day-long round of conferences, returning at night. Watch for a detailed announcement soon.

Date: 16 December 1986

Place: New York

RECENT EDP HIGHLIGHTS

Discussion with Author

Thomas Powers, 22 July 1986

A roomful of senior CIA officers heard Thomas Powers tell how he came to write *The Man Who Kept the Secrets: Richard Helms and the CIA* some years ago and, more recently, *Thinking About the Next War*, an equally trenchant inquiry into nuclear weapons competition and its consequences.

Powers dwelt on the second book in his 40-minute address, and participants responded in kind during the two-hour discussion that followed, but the book on Richard Helms and the Agency was not entirely slighted. The author told again how his researches and interviews converted him from hostility to grudging acceptance of the Agency's existence, and he fielded with good grace some questioning on the book.

Most of the questioners, however, bored in on Powers' current conviction that nuclear disaster is inevitable in light of the historical precedent that "arms build-ups and power blocs have always led to eventual war in the past." Powers despairs that individuals can do much to alter what he sees as predestined catastrophe, though he sought, without satisfaction, to find some hope in alternatives put forward by his questioners. Often sharp exchanges illuminated the thesis without overheating it, and the only disappointments expressed at the end were from those who would have liked to have heard and said more about the Helms book. It was hard to break up the crowd of book-toting autograph seekers that surrounded Powers at the door. It was an evening that the author, the audience, and the sponsors were grateful to be part of.

Books and Articles: Recent and Recommended

Non-Decisionmaking

In *Top Decisions: Strategic Decisionmaking in Organizations*, David J. Hickson and other researchers from British and Canadian universities give readers an inside look into board rooms and executive suites. After 10 years' research into 150 decisions made within 30 organizations—banks, airlines, universities, insurance firms, chemical companies and health services providers—the authors bluntly distinguish between real decisionmaking and quasi-decisionmaking in which an organizational ritual precedes announcement of a foregone conclusion. Their clear-eyed view of interests and politicality reveals that internal interests are much more influential than any external interest. Their analysis of decisionmaking processes in action shows that the stereotypes of "procrastinating" public bureaucracy and "dynamic" private enterprise are false. Instead, they find that certain types of problems bring about particular decisionmaking processes; for example, decisions about new products usually involve many reports and are often made slowly and informally.

Top Decisions: Strategic Decisionmaking in Organizations

by David J. Hickson, Jossey-Bass, 1986 (\$29.95)

Making It the hard Way

The current *Harvard Business Review* features a gloomy analysis of what happened to the "Protestant work ethic" that accompanied the rise of capitalism and contributed to its success. Sociologist Robert Jackall concludes that an amoral and destructive "bureaucratic ethic" now prevails, and traces it to the evolution of omnipotent Chief Executive Officers served by hierarchies of managers who see pleasing the boss and avoiding responsibility as the keys to successful careers.

Jackall has reached some profoundly negative conclusions in his study of how managers in major corporations have come to abandon the view that hard work and sound decisions will be rewarded with corporate advancement. One of the results, he says, is that modern corporations have become "vast systems of organized irresponsibility." Agency managers will detect disturbing echoes of some of their own experiences and observations in Jackall's interviews with corporation officers.

Moral Mazes: Bureaucracy and Managerial Work,
by Robert Jackall; *Harvard Business Review*,
September-October 1986, p. 118

Negotiating Failure

Observing that failed negotiations may produce anything from an unsatisfactory car purchase to nuclear holocaust, psychologist Max H. Bazerman (in the June 1986 *Psychology Today*) lists five common mistakes in judgment that "defeat our efforts to solve personal, business and international conflicts." The easily digested article is a good introduction to EDP's course in Executive Negotiations (see above) and will reward any manager or intelligence analyst who reads it. Bazerman uses the Camp David negotiations of 1978 to illustrate the concept of "expanding the fixed pie," and he could have used the mutual misperceptions that triggered the Falklands War as an example of the tendency of negotiators to be overconfident of their own position and to escalate commitments when opponents unpredictably fail to yield.

"Why Negotiations Go Wrong," by Max H. Bazerman,
Psychology Today, June 1986, p. 54.

How Other Agencies Do It

The Federal Office of Personnel Management's Executive Seminar Centers are used extensively by Federal agencies in their executive and managerial development programs, according to a recent OPM survey. Although three-fourths (74.5%) of the respondents said their agencies have their own management development programs, more than half the respondents (51.1%) reported using the Executive Seminar Centers "to a great extent." The Centers received high marks, with 91.1% judging the curriculum as either "excellent" (24.4%) or "very good" (66.7%).

Government Training News, May 1986, p. 44

HOW AGENCIES MEET MANAGEMENT AND EXECUTIVE DEVELOPMENT NEEDS

